

Measuring the State of Disaster Philanthropy 2014

DATA TO DRIVE DECISIONS



Contributors

FOUNDATION CENTER

Christine Innamorato
Production Manager

Lawrence T. McGill
Vice President, Research

Alexandra Pittman
Consultant

Sarah Reibstein
Research Assistant

Grace Sato
Research Associate

Vanessa Schnaidt
Director of Communications

Seema Shah
Director of Research for Special Projects

Andrew Tyndall
Consultant

CENTER FOR DISASTER PHILANTHROPY

Robert G. Ottenhoff
President & CEO

Regine A. Webster
Vice President

Karen Saverino
Director of Communications

Cecilia Calvo
Director of Development

PROJECT ADVISORY COMMITTEE

Nancy Anthony
President
Oklahoma City Community Foundation

Lori J. Bertman
President and CEO
Irene W. and C.B. Pennington Foundation

Ed Cain
Vice President for Grant Programs
Conrad N. Hilton Foundation

Helena Fraser
Head of Private Sector Partnerships
United Nations Office for the Coordination of Humanitarian Affairs

Mark Lindberg
Program Director for Relief and Resilience
Margaret A. Cargill Foundation

David Meltzer
General Counsel and Chief International Officer
American Red Cross

Una Osili
Director of Research
Indiana University Lilly Family School of Philanthropy

Joe Ruiz
Corporate Contributions and Humanitarian Relief
Program Manager
The UPS Foundation

Rudy von Bernuth
Retired, Save the Children

Clay Whybark
Macon G. Patton Distinguished Professor Emeritus
University of North Carolina Kenan-Flagler School of Business

TECHNICAL ADVISORY COMMITTEE

Sherrie Forrest
Program Officer for Disasters Roundtable
National Academy of Sciences

Apollo Nkwake
Research Associate Professor
Disaster Resilience Leadership Academy,
Tulane University

Julie Thompson
Manager, Financial Tracking System
United Nations Office for the Coordination of Humanitarian Affairs

Esther Ndichu, director of UPS Humanitarian Supply Chain Logistics, takes inventory at a refugee camp in Dadaab, Kenya. Photo credit: The UPS Foundation.



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For more information about this report, contact Lawrence T. McGill, Vice President, Research, at ltm@foundationcenter.org or (212) 620-4230.

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Flooding caused by Superstorm Sandy on Avenue C at East 6th Street in New York City, moments before the ConEdison power substation at Avenue C and 14th Street blew and the neighborhood lost electricity on October 29, 2012. Photo credit: David Shankbone.

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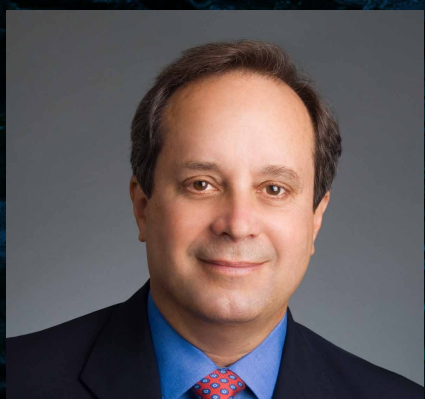
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Foreword



Robert G. Ottenhoff


President and CEO

Center for Disaster Philanthropy

Every year, individuals and institutions generously donate hundreds of millions of dollars in response to disasters. Unfortunately, little information exists about the sources of this generosity, how it is being spent, and whether or not disaster philanthropy could be more effective. With the frequency and intensity of disasters increasing—as well as the humanitarian needs growing—there is urgency to make sure that every dollar is being effectively invested.

It is essential to learn more about this activity in order to fulfill the Center for Disaster Philanthropy's mission to transform disaster philanthropy and help donors make better decisions throughout the lifecycle of disasters.

The Center for Disaster Philanthropy is proud to be partnering with Foundation Center, the leading source of data on philanthropy worldwide.



Aftermath of the Moore tornado, an EF5 tornado that struck Moore, Oklahoma, and adjacent areas on the afternoon of May 20, 2013. Photo credit: Nancy Anthony.

Despite the enormous effort that has gone into producing this first report, we realize that it is a modest beginning. We have only scratched the surface this year by focusing solely on foundation activity. This year's bold effort underscores the importance of our ambitious goals to add all sources of funding.

We tackled questions such as, what is a disaster? There are many different definitions, and donors are prompted to give for many reasons. This report explores some of these issues and suggests a path going forward to help us understand why people give to disasters and what can be done to encourage more thoughtful giving.

The sheer number of disaster-related donors, recipients, and projects made us realize that gathering information required a sector-wide collaboration. Therefore we are establishing a disaster data gathering network composed of a representative group of leaders among donors, recipients, and projects to help us establish a simple but thorough way

to collect these data among thousands of organizations. A list of the members of the Project and Technical Advisory Committees helping to build this Network is found at the beginning of this report and we are grateful for their wise counsel.

Finally, we want to give thanks to Lori J. Bertman and the Irene W. and C.B. Pennington Foundation for their lead gift to make this project possible. Ever since her personal experiences with Katrina, Lori has been a determined advocate for creating better disaster philanthropy data in order to improve our decision-making capabilities.

We hope you will learn from this first report on measuring the state of disaster philanthropy and will benefit from it. We welcome your thoughts and suggestions on how to make our data collection and analysis more helpful to you. We invite you to join with us in our exploration as we seek to find insights that can make disaster philanthropy more effective. Many people around the world are depending on us.


Key Findings



Measuring the State of Disaster Philanthropy 2014: Data to Drive Decisions is the most comprehensive analysis to date on disaster-focused philanthropy. Published by Foundation Center and the Center for Disaster Philanthropy, the report provides a snapshot of funding for disasters by the largest U.S. foundations. This analysis focuses on 2012 data to establish a baseline and is the beginning of a longer-term effort to collect and aggregate data—from multiple streams—in order to track disaster giving globally. As these data collection efforts move forward, subsequent reports will feature more current and comprehensive trends on disaster-related giving.

Key findings from *Measuring the State of Disaster Philanthropy 2014: Data to Drive Decisions* include the following:

- In 2012, 234 U.S. foundations made 884 grants totaling \$111 million for disasters. The majority of this funding was for natural disasters (58 percent). Almost half was directed to response and relief efforts (46 percent).
- About three out of five grant dollars (62 percent) addressed human service needs related to disasters.
- The majority of grant dollars targeted disasters in North America (62 percent). Countries in Asia received 16 percent, and countries in Africa received 13 percent.
- Giving is often influenced by media coverage, which tends to focus on acute and telegenic disasters. Complex humanitarian emergencies, famines, and other disasters that are considered “slow-onset” tend to receive less media attention and less funding.
- Disasters receiving the most U.S. television news coverage in the past 26 years were the attacks of September 11, 2001, the Oklahoma City federal building bombing, and Hurricane Katrina.
- Lessons learned from past disasters highlight the need for funding beyond immediate relief. Building community resiliency



Flood survivors in a camp set up by ShelterBox in Thatta, Sindh Province, Pakistan. After a month of flooding in Pakistan in September 2010, the Indus river displaced nearly 500,000 people in the province. Photo credit: Mark Pearson.

and preparedness can contribute substantially to mitigating the impact of disasters. In addition, long-term recovery and reconstruction efforts are crucial, particularly after media attention and relief funding have dwindled.

- While there are many robust data collection efforts designed to support more effective and coordinated responses to disasters—our landscape scan found that a growing number of organizations provide data on disasters and complex humanitarian emergencies—there is currently no centralized source of aggregated information on disaster giving.

Foundation Center and the Center for Disaster Philanthropy plan to address the need for a centralized resource for disaster giving by creating a data gathering network of donors and nonprofits active in disaster philanthropy. The network will create protocols for collecting real-time data during and after disasters and provide an online platform for data collection and sharing. Through this online platform, donors and other stakeholders will be able to allocate resources more effectively, pursue collaborative efforts, and minimize duplication of effort, as well as improve their ability to identify and address “underfunded” disasters.

INTRODUCTION

Disasters: What Is Philanthropy's Role?



In 2012, there were 310 natural disasters worldwide, impacting 115 countries. These disasters resulted in 9,930 deaths, affecting 106 million people and causing more than \$180 billion in damages, according to the most recent data by Centre for Research on the Epidemiology of Disasters (CRED).

Each disaster brought unique challenges and concerns.

In most domestic disasters, we naturally rely on our local, state, and national governments to play a major role in disaster relief and recovery efforts. Especially since Hurricane Katrina, there has been a growing appreciation for the need to invest resources and improve coordination, and we have seen large increases in funds for FEMA and state emergency management systems over the last decade. Many governments in the developing world work closely with large multilateral agencies such as the United Nations to lead relief and recovery efforts following a disaster.

The essential role of government is enhanced and frequently equaled by the actions of tens of thousands of donors and non-governmental organizations willing to help. Private philanthropy is a relatively small financial participant in disaster activities, but it has a role that is critical and distinctive. Private philanthropy has the ability to act quickly, can often take risks that other donors cannot, and also has the ability to take a long-term, patient approach to grantmaking.

Our goal is to better understand the astonishing generosity of people and institutions in responding to disasters. Although remarkably generous, disaster giving is usually reactive, given within a short period after a disaster, and largely uncoordinated, sporadic, and uneven. There are few foundations or corporations that would categorize their institutions as disaster philanthropists. This has enormous implications for how money is given, how decisions to give are made, and to whom money is given.

With the number of disasters—both natural and man-made—increasing in quantity and intensity, the Center for Disaster Philanthropy was created to transform disaster giving by providing timely and thoughtful strategies to increase donors' impact during domestic and international disasters.

With an emphasis on recovery and disaster risk reduction, the Center for Disaster Philanthropy aims to:

- Increase the effectiveness of contributions given to disasters;
- Bring greater attention to the disaster lifecycle, from preparedness and planning to relief to rebuilding and recovery efforts;
- Provide timely and relevant advice from experts with deep knowledge of disaster philanthropy;
- Conduct due diligence so donors can give with confidence; and
- Create plans for informed giving for corporations, foundations, and individuals.



Local Pakistanis unload bags of flour from a CH-53E in Khyber - Pakhtunkhwa, Pakistan, September 10, 2010. The flood affected nearly 20 million Pakistanis, forcing many from their homes. Photo credit: U.S. Army Pfc. Joshua Kruger/Released.

PROJECT VISION

This report is the Center for Disaster Philanthropy and Foundation Center's first effort at an annual report on the state of disaster philanthropy.

This report is intended to be the first in a systematic, comprehensive, and longitudinal project. Our work will dig deeply into existing data and, over time, create new data streams that have not previously existed.

A second goal is to take the data that our project generates and provide interactive online tools to the sector and the general public. Our intention is not only to learn who gives and where the money goes, but also to share that information with the entire sector so that it can inspire and inform activities and prompt a robust dialogue on how to improve disaster-related giving.

Each year, thousands of donors and nonprofit organizations are engaged in disaster philanthropy. Identifying the sources of grantmaking and tracing where it is donated and how it is spent is a challenging undertaking.

To that end, a third goal of this project is to develop a robust and comprehensive data gathering network of those donors and nonprofits active in disaster philanthropy. We envision a network that will track the bulk of contributions from all aspects of private philanthropy: corporations and individuals as well as foundations.

Over the past two years, the Center for Disaster Philanthropy and Foundation Center have begun reporting on foundation giving following major disasters, usually long after the event. Our hope is that by tapping into the assets of the Data Network, we can produce daily information to help guide the work of donors and the organizations they support about needs, trends, gaps in funding, and opportunities for collaboration.

The project is guided by expert advisors in consultation with key stakeholders. We look forward to broad participation and collaboration across the disaster philanthropy field, and together, creating useful and relevant tools to assist in donor and grantee decision making, transparency, and coordination.

LOOKING AHEAD

This project lays the foundation for major change over time. Creating the initial data and an ongoing network for data collection provides the necessary first building blocks that others—donors, advisors, and nonprofits—will be able to use to improve practice.

Learn More...

This report builds on the rich body of research on various aspects of disasters. Visit disaster.issuelab.org to find a variety of nonprofit and foundation research related to disaster philanthropy or to suggest your own resource.



CHAPTER 1

Setting a Baseline: Foundation Giving in 2012

In 2012, foundations played a major role in disaster preparedness and planning, relief, and recovery.



Members of the United Nations Mission in Haiti (MINUSTAH) prepare to deliver aid to residents of an island off the southeast coast of Haiti. Hurricane Sandy passed to the west of Haiti on October 25, 2012 causing heavy rains and winds, flooding homes, and overflowing rivers. Photo credit: Logan Abassi, United Nations/MINUSTAH.

What the Data Say About Disaster-related Philanthropy in 2012

The year 2012 saw a wide variety of disasters and humanitarian crises, including Hurricane Sandy, Hurricane Isaac, wildfires in Colorado, and tornadoes in the Midwest and South. Internationally, the world saw drought conditions in West Africa, famine in Somalia, and flooding in Sri Lanka, Pakistan, and Thailand. To what extent did foundations support communities affected by these disasters? What strategies did they employ? And who were the top recipients and funders?

The analysis presented on these pages offers the first-ever baseline snapshot of funding for disasters by U.S. foundations. Based on Foundation Center's research set, the analysis reflects all grants of \$10,000 or more reported by 1,000 of the largest U.S. foundations for disasters throughout the world (see About the Grants Sample).

In future editions of this annual report, Foundation Center and the Center for Disaster Philanthropy will improve upon these data by collecting more complete information from foundations and aggregating funding flows from other sources to provide a more comprehensive picture of disaster philanthropy.

About the Grants Sample

Grants data analyzed in this section of the report include all grants of \$10,000 or more reported by 1,000 of the largest U.S. foundations. The dataset accounts for approximately half of the total grant dollars awarded by the universe of independent, corporate, community, and grantmaking operating foundations in the United States. The data do not include gifts by corporate giving programs or public charities. The data also exclude grants, fellowships, or awards directly to individuals; grants paid by private foundations to U.S. community foundations (to avoid double counting of dollars); and loans or program-related investments.

PROJECT TAXONOMY

DISASTER ASSISTANCE STRATEGIES

RESILIENCE, RISK REDUCTION,
AND MITIGATION

PREPAREDNESS

RESPONSE AND RELIEF

RECONSTRUCTION AND
RECOVERY

TYPES OF DISASTERS

NATURAL
DISASTERS

MAN-MADE
ACCIDENTS

COMPLEX
HUMANITARIAN
EMERGENCIES

GEOPHYSICAL

METEOROLOGICAL
Storm

HYDROLOGICAL
Flood

CLIMATOLOGICAL

BIOLOGICAL
Epidemic

Earthquake/Tsunami

Volcano

Mass Movement

Extreme Temperature

Wildfire

Drought



Memorial to the children killed by the 2012 Moore, Oklahoma tornado.
Photo credit: Robert G. Ottenhoff.

Getting on the Same Page: What Is a Disaster?

While some may opt for a “you know it when you see it” approach, data collection and analysis require operational, bounded definitions, so our first task was to create a common framework to guide our research. To reflect current thinking in the field as best as possible, Foundation Center’s research team reviewed existing taxonomies and discussed them with expert advisors to develop a comprehensive, yet manageable, definitional framework.

The research team reviewed 15 disaster taxonomies. Collectively, these frameworks yielded more than 90 terms categorizing disasters, reflecting considerable diversity in the way disasters are defined, as well as significant overlap. The major divisions of natural versus non-natural disasters are more or less agreed upon, though interpretations of man-made disasters vary, with some frameworks focusing on disasters of a technological or industrial character and others on humanitarian crises or conflict.

In the end, the research team drew most heavily upon the Organisation for Economic Cooperation and Development’s (OECD) Creditor Reporting System and the Centre for Research on the Epidemiology of Disasters (CRED) taxonomy to develop the framework for this project (see Project Taxonomy on p. 14).

DISASTER ASSISTANCE STRATEGIES

The OECD’s Creditor Reporting System taxonomy classifies disaster aid as emergency response, reconstruction, or prevention. OECD’s classification related to the timing of aid not only aligns with codes Foundation Center uses for its disaster grantmaking, but also gets at the heart of questions that this project is keen to explore. We termed this dimension “disaster assistance strategies” and included preparedness, response, and reconstruction, with an additional category specifically for resilience, mitigation, and risk reduction on the advice of our advisory committee.

DISASTER TYPES

For types of disasters, we aligned our framework with CRED as much as possible. CRED’s global database on the occurrence and effects

of disasters (EM-DAT) is one of the most comprehensive in the field and its classification system is detailed and precise; indeed, the Center for Disaster Philanthropy follows CRED’s framework closely in its work. By adopting a similar framework, we can promote data standardization and interoperability.

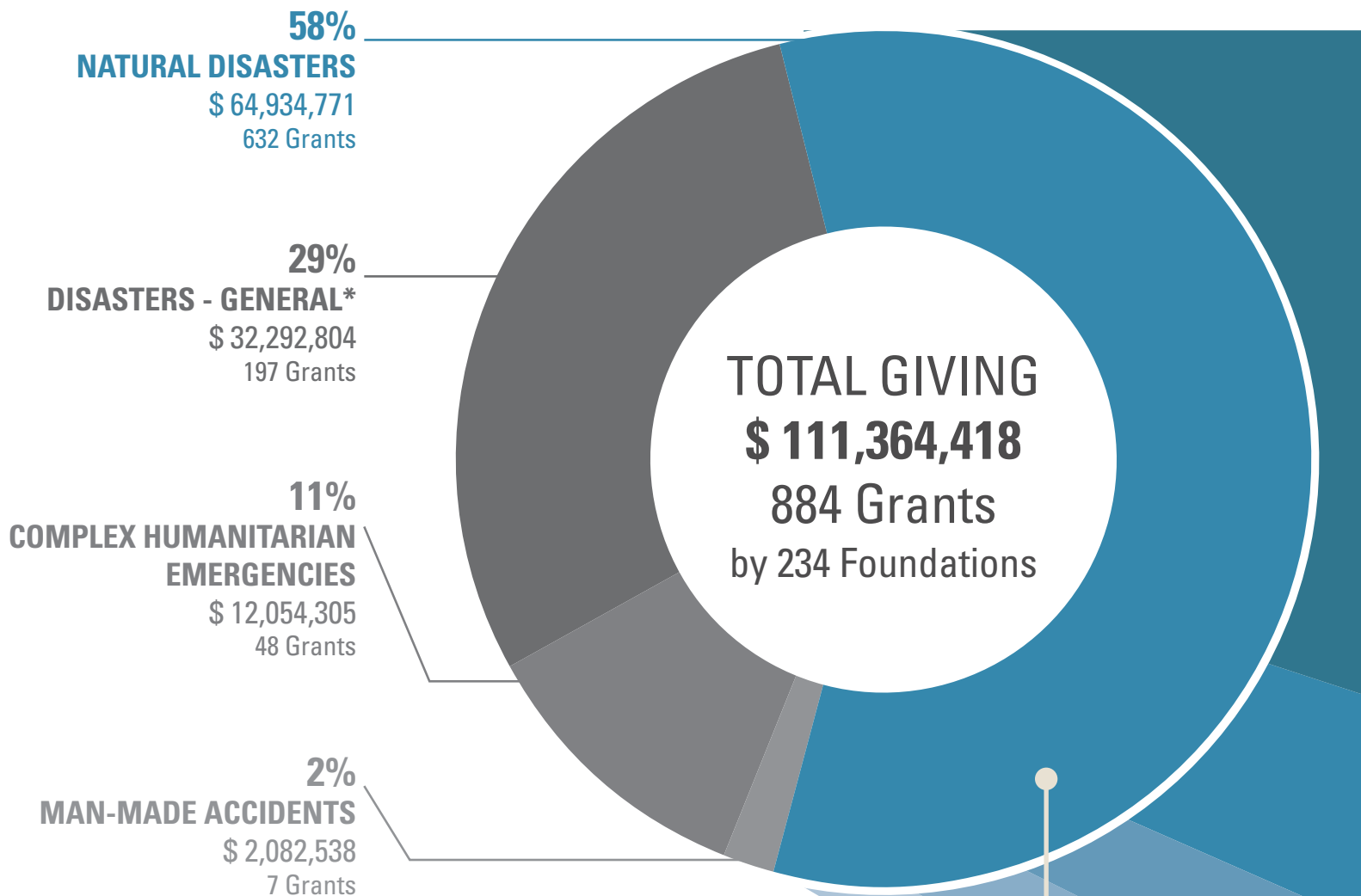
While CRED’s natural disaster classifications contain several layers of detail, we have adopted their five primary sub-groups—geophysical, meteorological, hydrological, climatological, and biological—broken down into disaster types, such as earthquake, storm, flood, and drought.

With respect to non-natural disasters, most taxonomies include two major types of non-natural disasters: man-made accidents and complex humanitarian emergencies. CRED defines the former as including industrial accidents, transport accidents, and miscellaneous accidents. These categories cover the range of “technological” disasters defined by the other groups—nuclear radiation, chemical spills, explosions, and more. We collapsed these into a single category for man-made accidents.

Complex humanitarian emergencies are described by the Red Cross, the United Nations Central Emergency Response Fund, and others as humanitarian crises including war, civil conflict, and mass migrations that are characterized by extensive violence and loss of life. We capture these kinds of disasters in a single complex humanitarian emergency category.

Finally, we recognize that some disaster philanthropists consider acts of terrorism to be within the disaster realm. Indeed, Foundation Center and others have documented philanthropic giving in the wake of the September 11, 2001, terrorist attacks. But because terrorism straddles the boundary lines between disasters, crime, and acts of war, we have not formally included it in our disaster funding taxonomy. However, due to its potential relevance to disaster funders, we highlight anti-terrorism work on its own in a later section of this report (see p. 21).

GIVING BY DISASTER TYPE, 2012

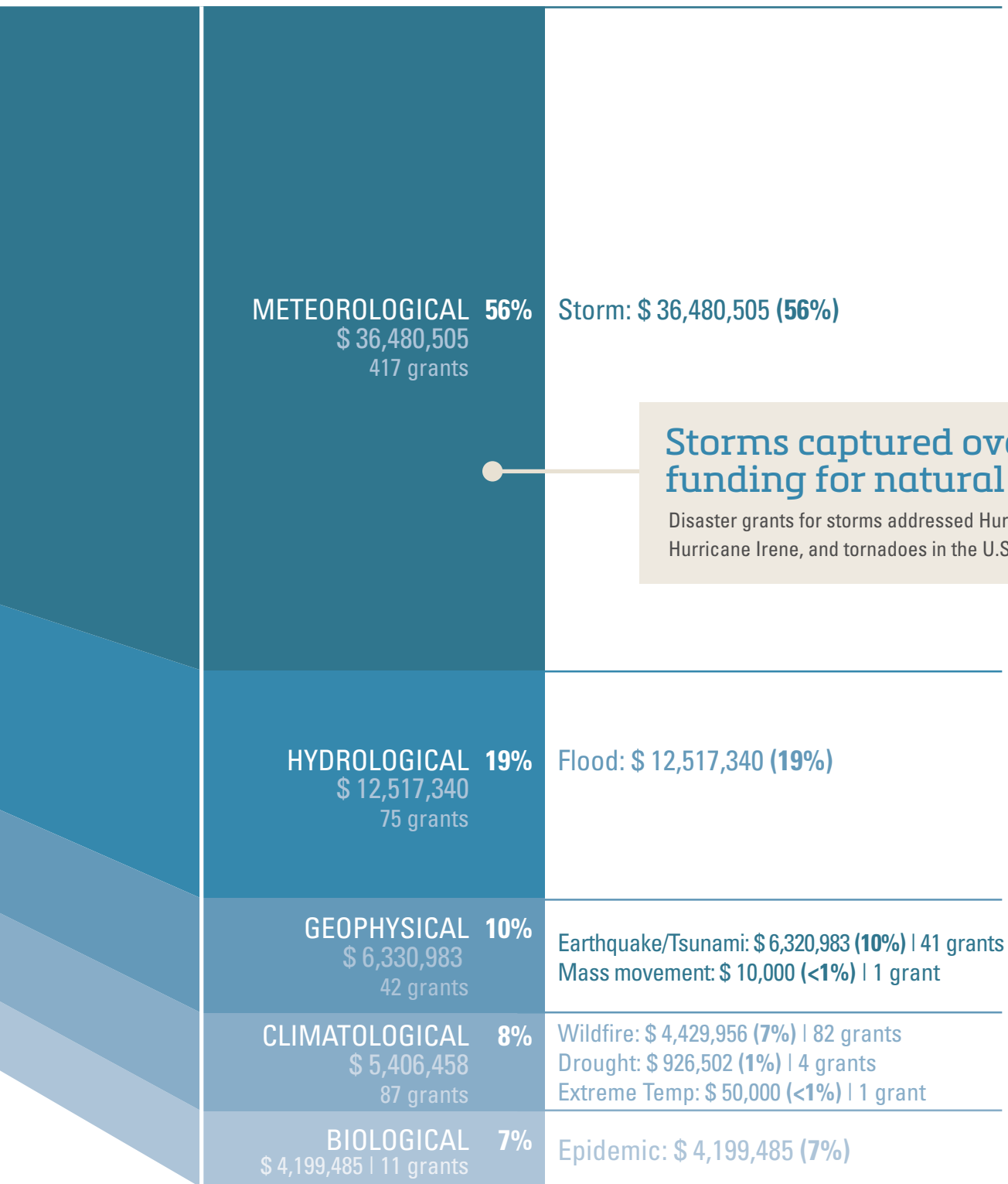


* Some disaster grants may be categorized for general disasters because of lack of detail in foundations' grant descriptions. However, other grants may intentionally support the general disaster programs of aid organizations. For example, the UPS Foundation funds the American Red Cross's annual disaster giving program as part of its overall strategy, enabling the American Red Cross to respond quickly when specific disasters strike.

Grants directed to more than one disaster are also included here (e.g., "for Hurricane Sandy relief and for Syria relief").

The majority of disaster grantmaking was for natural disasters.

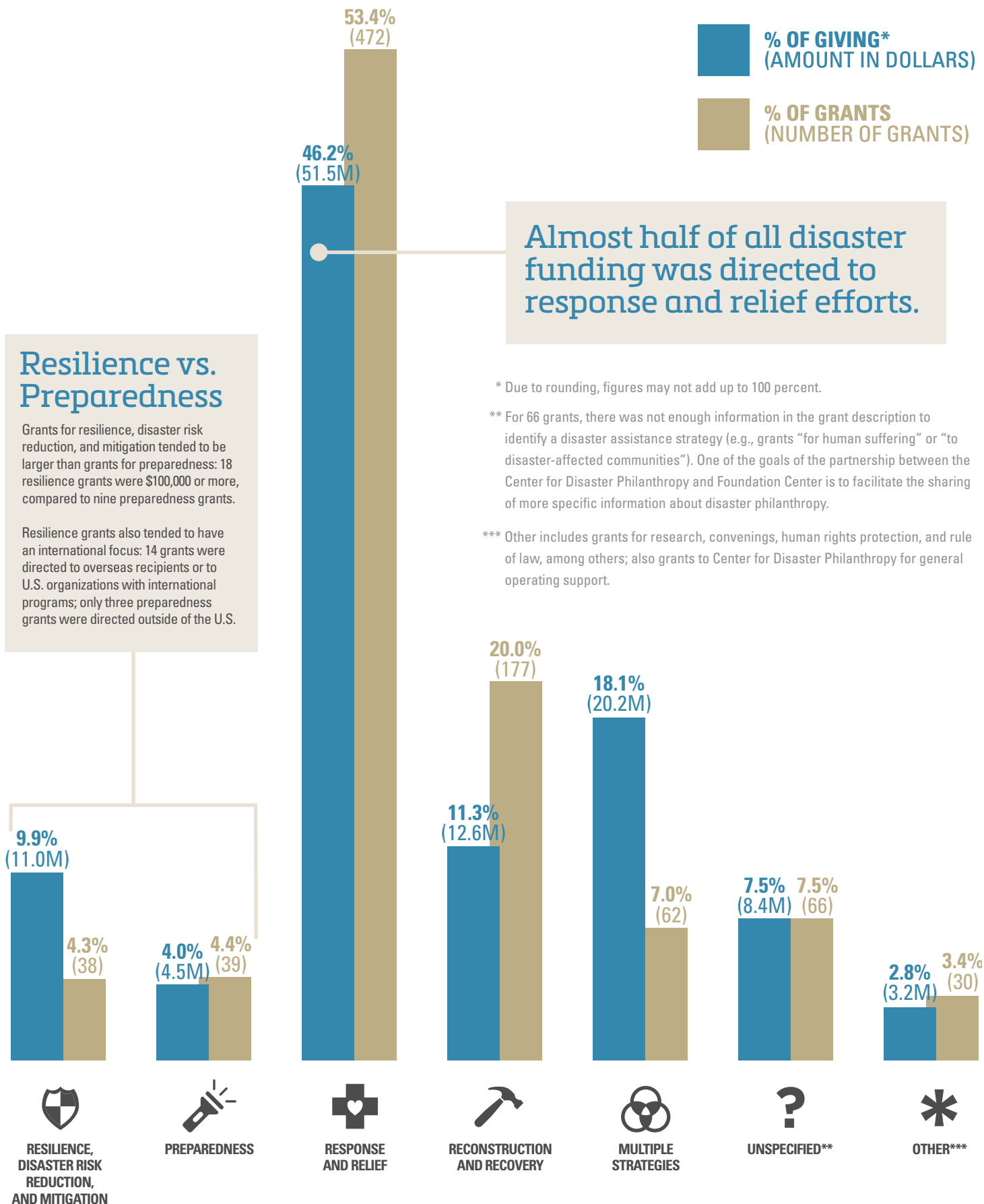
GIVING FOR NATURAL DISASTERS, 2012



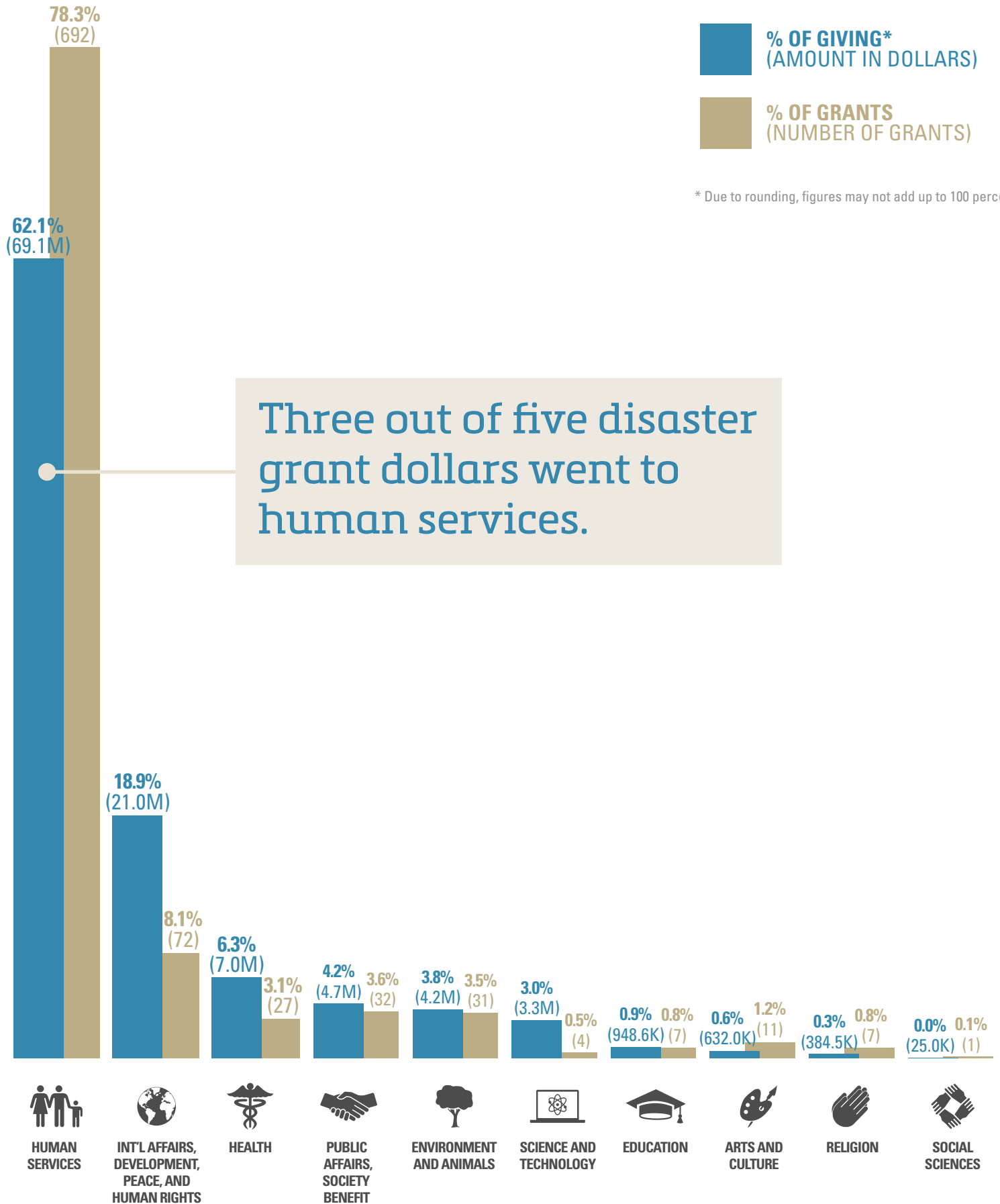
Storms captured over half of funding for natural disasters.

Disaster grants for storms addressed Hurricane Sandy, Hurricane Irene, and tornadoes in the U.S., among others.

GIVING BY DISASTER STRATEGY, 2012



GIVING BY ISSUE AREA, 2012



Giving in the Aftermath of Sandy

In October 2014, Foundation Center, in partnership with the Center for Disaster Philanthropy, Philanthropy New York, and the Council of New Jersey Grantmakers, released *Philanthropy & Hurricane Sandy: A Report on the Foundation & Corporate Response*, which takes a detailed look at foundation, corporate, and other institutional donor giving following that devastating storm. The research found that donors committed over \$380 million in response to the 2012 storm. Given that impressive figure, it may strike readers as odd that this publication reports that \$111 million was distributed for all disasters in 2012. What's going on?

The data presented in this report come from Foundation Center's 2012 FC 1000 dataset, which includes all grants of \$10,000 or more reported by 1,000 of the largest U.S. foundations (see About the Grants Sample on p. 14). The advantage of this dataset is that it provides a consistent basis for analyzing trends over time, which is a central goal of

this project. Since the grantmaking of the top 1,000 foundations represents only about half of total U.S. foundation giving, the \$111 million total for disaster funding in 2012 is an underestimate of all philanthropic commitments.

By comparison, the Hurricane Sandy report did a deep dive into funding over multiple years—from the end of the storm through June 2014. The dataset used for that report also included commitments from corporate giving programs, public foundations, associations, and other institutional donors, which are not included in this analysis.

The analysis of Sandy is one example of how Foundation Center and the Center for Disaster Philanthropy are working together with key partners to provide more comprehensive data on disasters. The findings of the report underscore the need to develop data partnerships and networks that can help us generate more comprehensive estimates of all disaster giving.



Locals participate in Coney Island cleanup efforts in Brooklyn, New York on November 3, 2012, in the aftermath of Superstorm Sandy. Photo credit: Jennifer Eggleston.



The 9/11 Memorial, Tribute in Light, an art installation produced annually by The Municipal Art Society of New York in remembrance of the September 11 attacks, as seen from Brooklyn Bridge Park. Photo credit: Coby Bidwell.

Grants Addressing Terrorism

We have not formally included terrorism in our disaster funding taxonomy as it straddles the boundary lines between disasters, crime, and acts of war. However, recognizing its potential relevance to disaster funders, we identified a variety of ways in which foundations addressed terrorism through their grantmaking in 2012.

Some grants promoted international engagement, such as a \$489,400 award from the Carnegie Corporation of New York to the Century Foundation. This grant funded an 18-month project for an international working group and a parallel Pakistani working group to develop recommendations for building a foundation for democratic governance and sustained prosperity in Pakistan. Others focused on ensuring respect for human rights while countering terrorism. The Center for Constitutional Rights, for example, received grants for its work promoting human rights and opposing abusive practices in a

post-9/11 context. Still other grants were distributed to academic institutions for specific projects.

Mass shootings in the U.S. are not typically considered terrorism, although some may argue that the only difference lies in who committed the acts of violence.¹ Whether or not the 2012 shooting at Sandy Hook Elementary School ought to be classified under the umbrella of terrorism, we want to recognize that several grants were made to the United Way of Western Connecticut for the tragedy. The largest grant was for \$150,000 awarded by Newman's Own Foundation. The tragedy took place in December, and we know additional grants were made in 2013.

¹ www.msnbc.com/morning-joe/why-arent-mass-shootings-called-terror;
www.theguardian.com/commentisfree/2013/apr/22/boston-marathon-terrorism-aurora-sandy-hook

GIVING BY TYPE OF SUPPORT, 2012

* Grants may be for multiple types of support and thus counted more than once.

\$ 94,021,529
PROGRAM SUPPORT
84% of all grant dollars
697 Grants

\$ 6,424,723
CAPITAL SUPPORT
6% of all grant dollars
110 Grants

\$ 4,742,779
GENERAL SUPPORT
4% of all grant dollars
56 Grants

\$ 543,158
RESEARCH
<1% of all grant dollars
6 Grants

The vast majority of disaster grants were for program support.

TOP 10 DISASTER FUNDERS, 2012

Bill & Melinda Gates Foundation (WA)	\$ 17.9 M		25 grants
Margaret A. Cargill Foundation (MN)	\$ 7.8 M		10 grants
Rockefeller Foundation (NY)	\$ 5.4 M		9 grants
Lilly Endowment (IN)	\$ 5.2 M		3 grants
The UPS Foundation (GA)	\$ 4.2 M		32 grants
Baton Rouge Area Foundation (LA)	\$ 3.7 M		14 grants
Gordon and Betty Moore Foundation (CA)	\$ 3.3 M		3 grants
Conrad N. Hilton Foundation (CA)	\$ 2.6 M		8 grants
Prudential Foundation (NJ)	\$ 2.3 M		15 grants
Verizon Foundation (NJ)	\$ 2.2 M		8 grants

Margaret A. Cargill Foundation's Relief and Resilience program focuses its grantmaking on natural disasters that do not receive a lot of media attention or philanthropic support, often in overlooked regions facing recurring disasters.

Resilience is at the core of **Rockefeller Foundation's** organizational vision. The Foundation's disaster grantmaking is almost exclusively focused on promoting and improving community resilience, connected to its broader initiative on climate change.

Oklahoma City Community Foundation distributed \$654,885 through its Disaster Relief Fund in 2012 for survivors, family members, and first responders of the 1995 bombing of the Murrah Federal Building. This was allocated in the form of direct assistance to individuals and was therefore not captured in our grants analysis. To learn more about the Foundation's disaster grantmaking, please see the snapshot on p. 38.

The top 10 grant recipients received over a third of all disaster philanthropy.

Most of the top recipients are large humanitarian organizations that provide assistance in a variety of disasters.

TOP DISASTER GIVING RECIPIENTS, 2012

American Red Cross National Headquarters (DC)	\$ 12.7 M		69 grants
Mercy Corps (OR)	\$ 4.7 M		5 grants
Oxfam America (MA)	\$ 4.6 M		8 grants
Catholic Relief Services (MD)	\$ 3.5 M		5 grants
International Rescue Committee (NY)	\$ 3.4 M		11 grants
United States Fund for UNICEF (NY)	\$ 3.3 M		6 grants
Indiana Association of United Ways (IN)	\$ 3.2 M		1 grant
Lutheran World Relief (MD)	\$ 2.4 M		2 grants
Save the Children Federation (CT)	\$ 2.0 M		6 grants
Mayor's Fund to Advance New York City (NY)	\$ 1.9 M		12 grants

The **Mayor's Fund to Advance New York City** builds public-private partnerships to administer aid and is part of the City's emergency relief and recovery operations. Grants to the nonprofit in 2012 were primarily in response to the damage caused by Hurricane Sandy.

GIVING BY GEOGRAPHIC FOCUS, 2012

REGION	AMOUNT	%	NO. OF GRANTS	%
NORTH AMERICA	\$ 68,664,181	62	717	81
ASIA AND THE PACIFIC	\$ 17,336,575	16	67	8
AFRICA	\$ 14,764,753	13	37	4
CARIBBEAN	\$ 4,309,450	4	18	2
LATIN AMERICA AND MEXICO	\$ 4,146,047	4	10	1
EUROPE AND RUSSIA	\$ 770,000	1	6	1

California, U.S.

Some grants support research to better prepare for natural disasters. The **Gordon and Betty Moore Foundation** awarded the **University of California, Irvine** \$1.9 million to develop a system for forecasting fire season severity and droughts in several tropical forest and savanna regions, based on satellite measurements and computer modeling.

Kansas, U.S.

An area of the south-central U.S. is known as Tornado Alley because of the frequency with which it experiences tornadoes each year. The **Wichita Community Foundation** gave a \$314,900 grant to **United Way of the Plains** for its Tornado Fund.

Haiti, Caribbean

Hurricane Sandy tore through the Caribbean before hitting the northeastern coast of the United States. Grants for Hurricane Sandy primarily went to the United States, but some grants were also directed to Haiti, a country still reeling from the 2010 earthquake. The **Bill & Melinda Gates Foundation** gave a \$600,000 grant to **Catholic Relief Services** for emergency response in Haiti for the storm.

Disaster grants generally benefit a specific country or region. However, as grants with a focus on multiple regions do not specify the share of support that targets each region, the full value of these grants is counted in the totals for each specified region. In addition, foundations made grants not reflected in this graphic totaling \$2.6 million to “developing countries” and \$10.6 million focused on providing a global benefit.

Madhya Pradesh, India

As part of its work with climate change resilience, the **Rockefeller Foundation** gave a \$746,502 grant to **Taru Leading Edge Private Limited** to develop a replicable model for peri-urban lake rejuvenation and conservation in the water-scarce city of Indore, India in order to ensure availability of local water resources, especially during emergency drought situations.

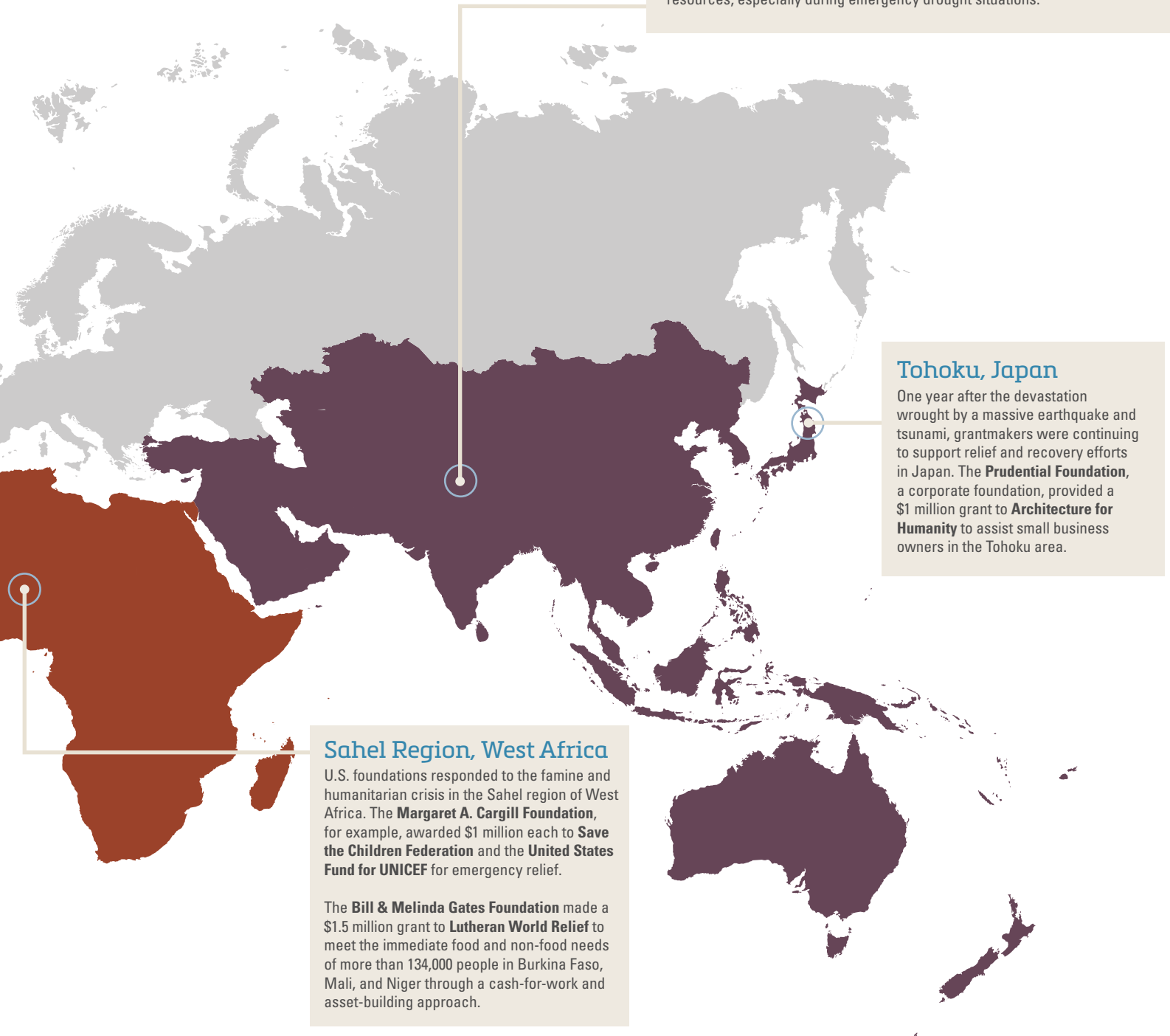
Tohoku, Japan

One year after the devastation wrought by a massive earthquake and tsunami, grantmakers were continuing to support relief and recovery efforts in Japan. The **Prudential Foundation**, a corporate foundation, provided a \$1 million grant to **Architecture for Humanity** to assist small business owners in the Tohoku area.

Sahel Region, West Africa

U.S. foundations responded to the famine and humanitarian crisis in the Sahel region of West Africa. The **Margaret A. Cargill Foundation**, for example, awarded \$1 million each to **Save the Children Federation** and the **United States Fund for UNICEF** for emergency relief.

The **Bill & Melinda Gates Foundation** made a \$1.5 million grant to **Lutheran World Relief** to meet the immediate food and non-food needs of more than 134,000 people in Burkina Faso, Mali, and Niger through a cash-for-work and asset-building approach.



CHAPTER 2

We've Been Here Before: What Have We Learned?

In this section, media analyst Andrew Tyndall reviews the track of images and impressions left by media coverage of disasters over the past 26 years, helping us understand the public context within which philanthropy makes its disaster-related giving decisions.

We then revisit three significant disasters—the Indian Ocean tsunami in 2004, Hurricane Katrina in 2005, and the tornado in Joplin, Missouri in 2011—looking for recurring themes in philanthropy's response as well as lessons learned. Lastly, we profile three foundations taking innovative and effective approaches to disaster philanthropy—the Conrad N. Hilton Foundation, the Oklahoma City Community Foundation, and the UPS Foundation.





Children in La Union, Philippines pick up recyclable plastic in a river bank littered with uprooted tree trunks and rocks after Typhoon Pepeng/Parma ravaged the country in September 2009. Photo credit: Edel Rojas.

Taking Cues From Media Coverage

Andrew Tyndall, *Tyndall Report*

The lens of network television news allows us to survey domestic and global disasters over the last quarter of a century to see how they have been presented to the American public. The Tyndall Report database has catalogued the broadcast networks' weekday half-hour nightly newscasts since 1988, allowing us to study 26 years (1988 through 2013) of devastation.

Since television news represents a medium that is both journalistic and visual, the most heavily covered disasters tend to be acute and telegenic. Chronic suffering and gradually deteriorating conditions make for poor headlines and worse visuals. Destruction tops the list: hurricanes, floods, earthquakes, toppled buildings.

As commercial enterprises, the nightly newscasts (these data combine ABC World News, CBS Evening News, and NBC Nightly News) tend to skew toward the headline-grabbing and the sensational-looking; but, equally important, they are also American organizations addressing an American audience. So the coverage of disasters over the last quarter century has been disproportionately domestic, despite the fact that the affluence and advanced infrastructure of the United States make it less vulnerable to the debilitating effects of disasters than most of the rest of the world.

In addition to acute and chronic disasters, there is a third type that receives coverage and can be dubbed “perennials”—destructive events that, while not cataclysmic, recur with the rhythms of the seasons—blizzard and cold in the winter, tornadoes on the plains in the spring, wildfires in the western forests, heatwave and drought in the summer, and storms and rain and floods any time. Reflecting their telegenic nature, these five perennial types have appeared with increasing frequency on our nightly news screens. They are now four times more common than they were two decades ago.

The hardest perennial of them all is to be found in the fall: the Atlantic hurricane season. Hurricanes were heavily covered right from the start of this quarter-century window, with the coverage of Hurricane Andrew in 1992. Coverage from year to year has generally varied in proportion to the size of the storm, suggesting that media coverage of such events is a fair guide to the severity of the disaster.

Terrorist attacks have been included in our analysis of media coverage when extensive carnage resulted and excluded when the damage is roughly comparable to that of a serious crime, admittedly a particularly heinous one. Accordingly, the bombing of the Oklahoma City federal building and the destruction of the Twin Towers are true



2013 winter ice storm that blanketed New York and several New England states.



A lone fire engine at the crime scene in Ground Zero, New York City on September 16, 2001, where the World Trade Center collapsed following the September 11 terrorist attack. Photo credit: U.S. Navy Chief Photographer's Mate Eric J. Tilford/Released.

disasters. Sending anthrax through the mail, bombing the basement of the World Trade Center in an unsuccessful effort to topple it, or setting off explosives at the finish line of the Boston Marathon, while horrifying, each generated damage of a relatively limited scope, for all the extensive coverage they received (total minutes of coverage, respectively: 457, 241, 432).

Appropriately, then, the single most heavily covered disaster of the past 26 years was September 11, 2001, which attracted more than 40 hours of reportage on the three nightly newscasts over a period of 12 years.

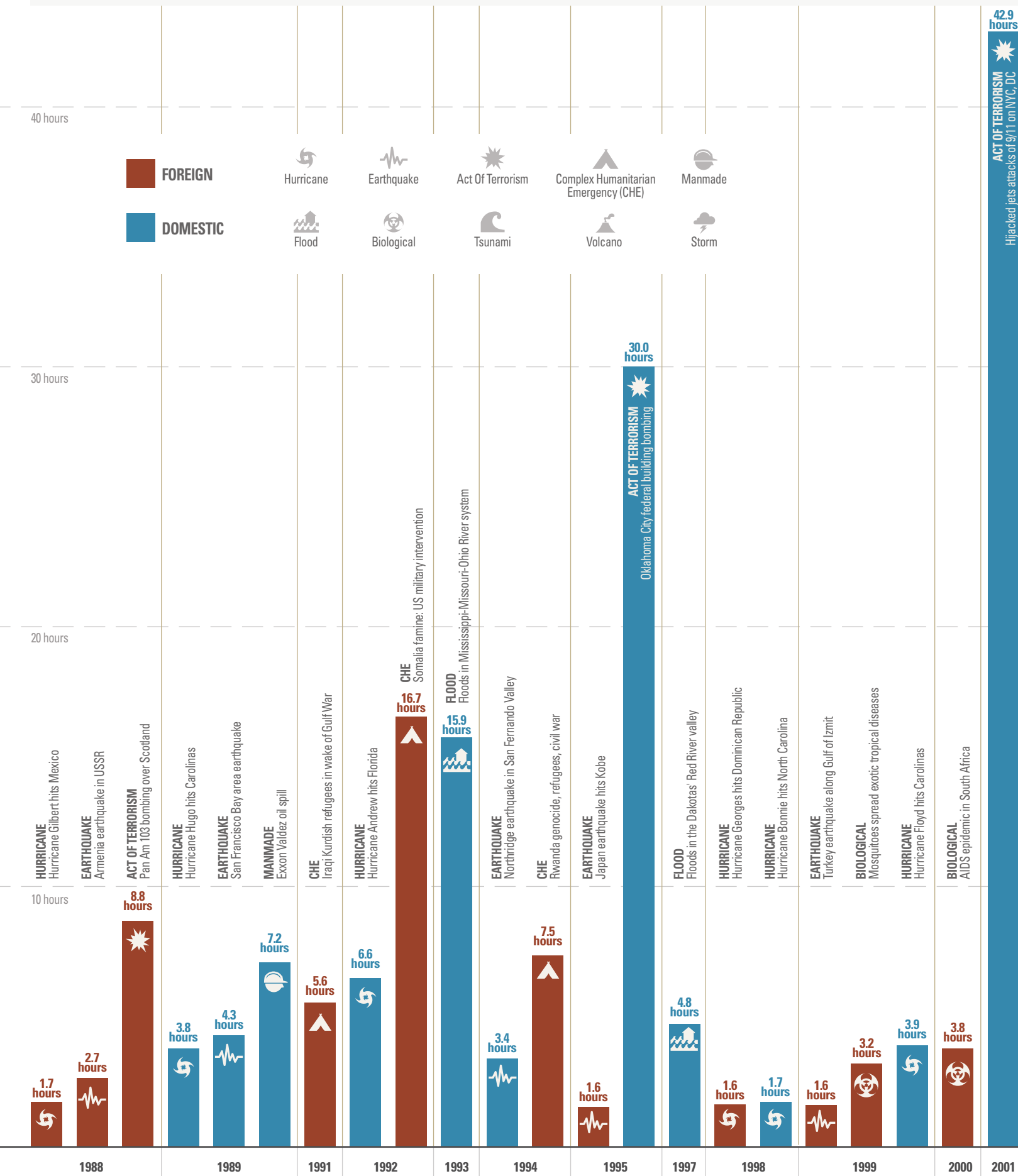
For foreign natural disasters, earthquakes dominate the top rankings: Port-au-Prince in 2010 and the Indian Ocean tsunami in 2004. Long forgotten now, the earthquake in Soviet Armenia in 1988 was newsworthy because it exposed the poor state of the infrastructure in the soon-to-disintegrate USSR.

Even though “disasters of war” fall into a separate category of disaster than the ones being surveyed here, sometimes the networks’ coverage

of a war zone is concentrated so heavily on the civilian crisis that the story becomes a humanitarian emergency rather than a military conflict. Prominent examples include the genocide in Rwanda, the civil war in Sudan, and the repercussions that followed the U.S. military’s invasion and occupation of Somalia. Other wars were so heavily covered on all fronts that the humanitarian disasters they unleashed also received detailed attention. The plight of the Kurds after the defeat of Iraq in Kuwait in 1991 falls into this category, as do the war refugees in Afghanistan in 2001 (99 minutes) and in Iraq in 2003 (112 minutes). Undoubtedly, as this database grows in the future, the plight of war-torn Syrians will qualify for inclusion on this list.

Finally, microbes and viruses deserve a mention. Once in a while, a disease takes on the form of a scourge: therefore that portion of HIV coverage that focused on the devastation in sub-Saharan Africa is included here. Disease may also be covered as a looming threat: the outbreak of SARS qualifies and, if 2014 data were included, so would Ebola.

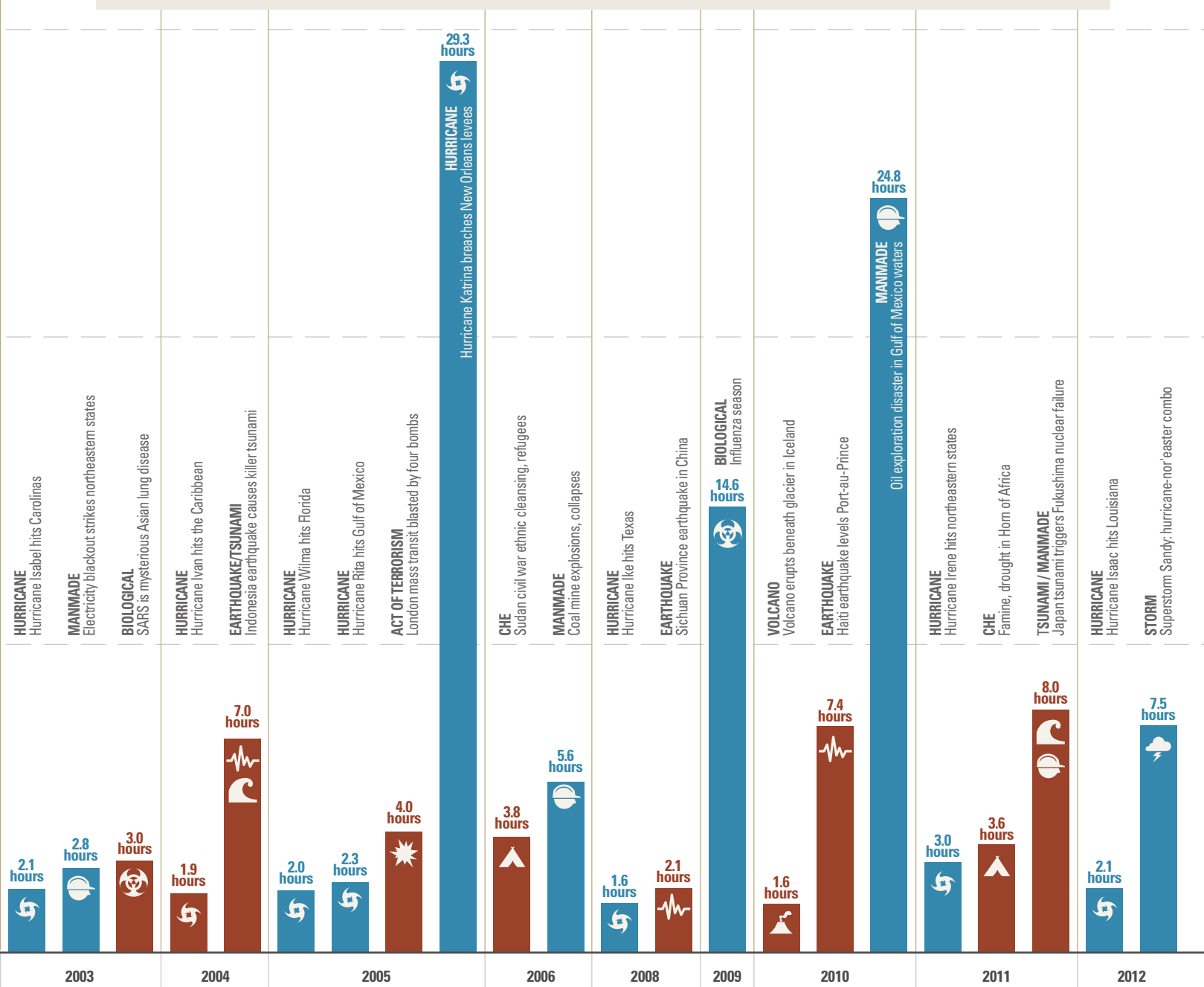
MEDIA COVERAGE OF DISASTERS, 1988-2012



Media Coverage in Context

According to the Tyndall Report's analysis, from 1988 to 2012, broadcast television networks devoted 5.7 percent of their weekday nightly newscasts to disaster coverage. Excluding what Tyndall describes as "perennials," or seasonal weather-related events that may be destructive but not necessarily cataclysmic (e.g., tornado season, winter weather, etc.), disasters accounted for 4.2 percent of the news. Based on a year-by-year analysis, disaster coverage was particularly high in 2010, taking a 12.1 percent share. The disasters that dominated the news that year included the Gulf of Mexico oil spill and the Haiti earthquake.

Over the past five years, disasters (including perennials) consistently found their way into the top stories covered each year, averaging roughly three top ten stories per year. In 2012, while the top news story was Mitt Romney's presidential campaign, Superstorm Sandy ranked third, the tornado season ranked seventh, and wildfires in western states ranked ninth.



Three Disasters: Key Takeaways

With each new disaster, philanthropy is challenged to respond in meaningful ways to address the immediate crisis, as well as the longer-term recovery. To understand giving for the full arc of a disaster, we take a look at three different disasters—the Indian Ocean tsunami in 2004, Hurricane Katrina in 2005, and the 2011 tornado in Joplin (see profiles on pp. 34-36)—to show the philanthropic response and some of the lessons learned.

These three cases reveal a vibrant philanthropic community responding to the major natural disasters of the last decade. Private foundations, community foundations, corporations, and individuals each provided significant cash funding to the disasters profiled. Furthermore, corporations gave in-kind donations of goods and services and volunteers generously contributed their time and energy, even traveling across the country or across the globe to do so. For example, the Indian Ocean tsunami generated \$163 million in private donations within the first eight days of the disaster, and more than 50 international organizations and 8,000 volunteers were engaged in the relief effort in Indonesia.^{2,3} In Joplin, Missouri, the role of volunteers was especially strong in cleanup efforts. More than 130,000 individuals volunteered, putting in a combined 82 years' worth of community service valued at more than \$17 million.⁴

What stands out most about these philanthropic efforts is the unmistakable emphasis placed on immediate relief. For example, for Hurricane Katrina, 82 percent of funders supported relief efforts while 22 percent invested in long-term recovery.⁵ In all three cases, better preparedness could have reduced damages, and long-term recovery continued to be a crucial need long after funding for the disaster dwindled. One year after the tsunami in Asia, 100 percent of surveyed families in Indonesia remained in temporary shelters and camps.⁶

There is evidence that private and community foundations are more likely to contribute to long-term recovery than other types of funders; given that the total amount of foundation funding awarded for disasters is relatively small, it may be that focusing on issues like long-term community development, education, and rights could be a distinctive role for foundations.

Among the lessons learned about disaster grantmaking, the need for better coordination and communication is crucial. Sub-optimized coordination and communication likely contributed to the fact that just 60 percent of affected families in India and Sri Lanka reported receiving timely and adequate assistance in the first 60 days following the Indian Ocean tsunami.⁷ At a roundtable discussion at



Lt. j.g. Ryan Sullivan, front, and Petty Officer 2nd Class Travis Fitzgerald, place debris in a pile near the street. Eight sailors assigned to the fast attack submarine USS Missouri are helping with cleanup efforts in Joplin, Missouri. Photo credit: U.S. Navy Chief Petty Officer Michael Shea.



Locals handing out food packets in Cuddalore, Tamil Nadu, India during the aftermath of the Indian Ocean tsunami in 2004. Photo credit: Flickr user Thaths.

the Aspen Institute that focused on the tsunami, nonprofit leaders noted that the competition among nonprofits and the large number of groups working in the same areas created tensions and duplication of services.⁸ In the Gulf Coast of the United States, a principal challenge for funders was locating and communicating with regional leaders immediately after the disaster. Grantmakers in five Southern states accounted for over one fifth of the institutional response to the disaster, yet intermediary organizations outside the Gulf Coast region received the majority of grant dollars (83 percent).

Philanthropic partnerships that involve active participation and input from local groups can help the sector avoid duplication of services and supply what is most needed on the ground in a timely and respectful way. Community foundations are likely to play a key role in coordinating response. In Joplin, Missouri, the Community Foundation of the Ozarks and its Joplin affiliate the Community Foundation of Southwest Missouri established the Joplin Recovery Fund the morning after the tornado. Meanwhile, Joplin's business community launched a privately administered economic development assistance program, Joplin Tomorrow Fund, serving as a model for how the business community can come together behind a centralized rebuilding agenda.

The role of the media and online platforms for engaging donors surfaces as a trend that should be top of mind for funders. Researchers found that each additional minute of nightly news

coverage of the Indian Ocean tsunami increased donations by 13 percent of the average daily donation for the typical relief agency, and an additional 700-word story in the *New York Times* or *Wall Street Journal* raised donations by 18 percent of the daily average.⁹

Nearly 85 percent of the \$35 million raised by UNICEF in the first ten days following the Indian Ocean tsunami was through online credit card transactions.¹⁰ In 2005, the number of online donors increased by more than 50 percent, with 13 million Americans donating online specifically for Hurricane Katrina and Rita relief.¹¹ By the time the Joplin tornado occurred, mobile giving was a common component of disaster relief campaigns. The American Red Cross, World Vision, Salvation Army, and Heart of Missouri United Way all collected contributions via text for Joplin relief.

² www.pbs.org/newshour/bb/asia-jan-june05-help_1-3/

³ www.washingtonpost.com/wp-dyn/articles/A29399-2005Jan22.html

⁴ wdi.umich.edu/files/publications/workingpapers/wp855.pdf

⁵ foundationcenter.org/gainknowledge/research/pdf/katrina_snap.pdf

⁶ www.fritzinstitute.org/prsrmpR-oneYearTsunamiAnn.htm

⁷ www.fritzinstitute.org/prsrmpR-FirstEverSurvey.htm

⁸ www.washingtonpost.com/wp-dyn/articles/A55739-2005Feb1.html

⁹ wdi.umich.edu/files/publications/workingpapers/wp855.pdf

¹⁰ www.philanthropynewsdigest.org/news/fundraising-for-tsunami-relief-transformed-by-internet

¹¹ www.pewinternet.org/files/old-media//Files/Reports/2005/PIP_Katrina.DateMemo.pdf

1 INDIAN OCEAN TSUNAMI, 2004

On December 26, 2004, a 9.0 magnitude earthquake in the Indian Ocean triggered the deadliest tsunami on record, killing more than 283,000 people and affecting 14 countries, including Indonesia, Sri Lanka, India, and Thailand.

THE PHILANTHROPIC RESPONSE

- In the eight days following the disaster, private donations reached \$163 million.¹²
- Corporations began giving internationally in a way they had not done in the past.¹³ The tsunami was the largest international disaster response by the business community since the Hurricane Mitch relief effort in 1998.¹⁴
- More than 50 international organizations and 8,000 volunteers were engaged in the relief effort in Indonesia.¹⁵
- U.S. individuals, corporations, and foundations donated a total

of \$3.16 billion for relief efforts in the two years following the tsunami.¹⁶ Individuals accounted for the overwhelming majority of private contributions (88 percent), with one quarter of U.S. households giving donations. Corporations gave \$340 million (11 percent) and foundations gave \$40 million (1 percent). Over one third of individual donors (37 percent) gave through their place of worship.

¹² www.pbs.org/newshour/bb/asia-jan-june05-help_1-3/

¹³ www.bizjournals.com/charlotte/stories/2005/02/14/focus3.html?page=all

¹⁴ www.philanthropynewsdigest.org/connections/center-for-corporate-citizenships-tsunami-relief-information-resources

¹⁵ www.washingtonpost.com/wp-dyn/articles/A29399-2005Jan22.html

¹⁶ www.philanthropynewsdigest.org/news/americans-donated-more-than-3-billion-to-tsunami-relief-efforts-study-finds



Marine Corporal Tyler Samms and Fire Controlman Third Class Bethany A. Deadman pass bags of rice to fellow Sailors and Marines for transfer to areas devastated by the tsunami during a joint working party with foreign forces in Sabang, Indonesia on January 24, 2005. Photo credit: U.S. Navy Photographers Mate Airman Stephanie Lynne Johnson.

Survivors, pulled from their apartment building in the wake of Hurricane Katrina by a Coast Guard rescue swimmer, sit on the floor of an HH-65 Jayhawk rescue helicopter in New Orleans on August 30, 2005. Photo credit: U.S. Coast Guard Petty Officer 2nd Class NyxoLyno Cangemi.



2 HURRICANE KATRINA, 2005

Hurricane Katrina affected much of the Gulf Coast and southeastern United States, but the greatest destruction occurred in New Orleans, where levee breaches caused massive flooding. With more than 1,800 victims, the federal government's response to Hurricane Katrina was widely criticized. The disaster sparked a national conversation on race, class, and the vulnerability of impoverished populations.

THE PHILANTHROPIC RESPONSE

- Almost half (48 percent) of 3,500 private and community foundations surveyed in early 2006 provided hurricane-related support.¹⁷
- 1.15 million volunteers contributed 14 million hours to recovery in the two years following the storm.¹⁸
- By the end of June 2007, the private sector had contributed \$6.5 billion to the relief effort. Institutional donors accounted for over

\$1 billion, at least 14 percent of private giving. Corporate giving accounted for over half of institutional giving (57 percent).

- From 2007 through July 2009, foundations awarded \$133 million for ongoing response and reconstruction. The largest share of this funding supported economic and community development, followed by human services and education.¹⁹
- Katrina had a “galvanizing effect” on black philanthropy, as African Americans were disproportionately affected.²⁰

¹⁷ foundationcenter.org/gainknowledge/research/pdf/katrina_snap.pdf

¹⁸ www.nationalservice.gov/pdf/07_0820_katrina_volunteers_respond.pdf

¹⁹ foundationcenter.org/gainknowledge/research/pdf/katrina2009.pdf

²⁰ www.nytimes.com/2005/11/14/giving/14dobrzynski.html?pagewanted=all

The tornado that hit the town of Joplin, Missouri on May 22, 2011 was the deadliest single tornado on record, killing at least 162 people and injuring 750 more. Damage from the tornado displaced an estimated 9,200 people and put 5,000 out of work. The disaster revealed a crucial need for improvement in preparedness systems—due to the prevalence of false alarms in tornado warning sirens, the majority of Joplin residents did not immediately go to shelter when the warning was given.

THE PHILANTHROPIC RESPONSE

- Volunteers played a major role in cleaning up Joplin. Nearly 115,000 registered with the city in the seven months following the tornado.²¹
- The Joplin Recovery Fund, established the morning after the tornado, has since awarded 30 grants totaling \$2.4 million.²²
- Joplin's business community launched a privately administered economic development assistance program, Joplin Tomorrow Fund, with the help of former Missouri Senator John Danforth and the Danforth Foundation.
- Procter & Gamble provided direct disaster relief assistance through a Tide mobile laundry service and a Duracell battery charging station.²³
- In the year following the tornado, major organizations involved in Joplin's

relief and recovery efforts raised about \$39 million. This does not include the churches and small nonprofits that according to some estimates raised millions of dollars.²⁴

- Six months after the tornado, the lack of affordable housing was described as the biggest unmet need for survivors. The Lilly Endowment committed \$1.5 million to address this.²⁵
- Some donations came from unexpected sources: The United Arab Emirates gave \$1 million to Joplin High School and \$5 million to Joplin's Mercy Hospital, both of which were destroyed by the tornado. The funds are being used not just to restore the status quo but to improve upon it, by providing all high school students with laptops and developing a neonatal intensive care unit at the hospital.

²¹ www.nytimes.com/2011/12/26/us/joplin-mo-ponders-future-of-a-love-letter-in-ruins.html?_r=0

²² www.philanthropynewsdigest.org/news/joplin-tornado-relief-efforts-raise-39-million

²³ philanthropy.com/blogs/philanthropytoday/procter-gamble-takes-products-directly-to-tornado-victims/35996

²⁴ www.joplinglobe.com/news/local_news/article_d5d1de78-b309-5b95-a354-6e4d0198608c.html

²⁵ www.philanthropynewsdigest.org/news/lilly-endowment-awards-1.5-million-to-joplin-recovery-fund



The aftermath of the EF5 tornado that hit Joplin, Missouri on May 22, 2011. Photo credit: Tim Moore.

Three Funders: Taking a Programmatic Approach to Disaster Philanthropy

As the data presented in this report highlight, foundations have made substantial investments in disaster preparedness, relief, and recovery. Here, we profile three foundations—the Conrad N. Hilton Foundation, the Oklahoma City Community

Foundation, and the UPS Foundation—whose approaches to disaster philanthropy demonstrate innovation and a commitment to addressing not only disaster relief, but the full life cycle of disasters.

1 CONRAD N. HILTON FOUNDATION

With over \$29 million in disaster grantmaking awarded over the past 25 years, the Conrad N. Hilton Foundation is a bona fide veteran in the field, honing its strategic approach over years of self-reflection. It supports immediate relief, longer-term recovery, and preparedness, for rapid- and slow-onset natural and non-natural disasters, domestically and internationally.

According to an independent evaluation by Dr. William Paton in 2012, “Having a coherent strategy for its disaster grant giving—funding recovery consistently after relief—is one of the areas where the Foundation is a leader.” The Conrad N. Hilton Foundation makes initial relief grants in the first week or two after a disaster, with its Chairman and President able to jointly authorize up to \$500,000 per disaster without broader approval, and then more patiently researches a second round of grants for recovery. From 1989 through 2011, 44 percent of disaster funding domestically and 38 percent internationally was devoted to recovery. This compares quite favorably to the emphasis placed on recovery by disaster funders overall in 2012 (11 percent). The Foundation is currently working on investing more in preparedness and mitigation and encouraging others to do the same.

The Conrad N. Hilton Foundation recognizes the need for coordination among private donors. For example, it participated in a joint effort with the Gates, Kellogg, Ford, Rockefeller, Kresge, and other foundations in the wake of Hurricane Katrina to solicit a 5-year, \$2.5 million proposal for community development in New Orleans. Foundations can also complement, rather than duplicate, existing efforts. The UN had funded 80 percent of the water needs for a refugee camp in Kenya when the Foundation stepped in and funded Oxfam to handle the remaining 20 percent.

They have also used their funding to improve coordination in the sector as a whole. Take for example the KoBo Toolbox, a project of Harvard Humanitarian Initiative. The Toolbox is a suite of open-source software applications that enables survey creation and data collection, analysis, and visualization from smart phones used by on-the-ground disaster response organizations. The Conrad N. Hilton Foundation



Mercy Corps Niger Food Crisis. Photo credit: Jackie Cubas, Conrad N. Hilton Foundation

recently awarded \$400,000 over two years to scale up the utilization of KoBo among NGOs and UN agencies, including establishing a training center and information portals and deploying KoBo experts to disaster response operations.

Effectiveness and impact are front and center in the Foundation’s disaster grantmaking. Since 2005, the Foundation has invested in conducting in-depth research on each disaster and improving the quality of grant selection. They have also increased their impact by using grants to influence public policy, advocating for affordable housing after Hurricane Katrina, for example.

Finally, to improve the effectiveness of aid beyond its own grantmaking, the Conrad N. Hilton Foundation strategically invests in organizations like DARA, a nonprofit committed to improving the quality and effectiveness of humanitarian aid for disaster-affected vulnerable populations, and producer of the annual Humanitarian Response Index. The Foundation supported DARA to undertake a research project on donor response and beneficiary accountability in disasters using the 2010 Haiti earthquake as a case study. Produced in partnership with Keystone Accountability, the study will result in tools to help private and public donors be more innovative and accountable in their disaster funding, as well as practical, actionable recommendations.



Aftermath of the Moore tornado, an EF5 tornado that struck Moore, Oklahoma, and adjacent areas on the afternoon of May 20, 2013. Photo credit: Nancy Anthony.

2 OKLAHOMA CITY COMMUNITY FOUNDATION

On the morning of April 19, 1995, a truck-bomb exploded in front of the Alfred P. Murrah Federal Building in downtown Oklahoma City, killing 168 people and injuring several hundred more. It was the worst attack of homegrown terrorism in U.S. history.

The Oklahoma City Community Foundation took a lead role in the community's response, focusing on assisting survivors and their families with their short-term needs as well as their long-term recovery. Nearly twenty years later, the Foundation continues to administer the Oklahoma City Disaster Relief Fund, providing medical support and mental health counseling for those who were injured and for first responders. Also included within the fund is the Survivors' Education Fund, which provides scholarships for eligible students.

"The whole response within a community... follows the grieving process. To understand that is an important part of how you put together any kind of a response."

Nancy Anthony

President of Oklahoma City Community Foundation

Four years after the bombing, on May 3, 1999, an F5 twister struck the suburbs of Oklahoma City. With winds recorded over 300 mph, the tornado wreaked damage totaling roughly \$1 billion. Once again, the Oklahoma City Community Foundation launched into action, establishing the Community Emergency Fund for nonprofit organizations providing immediate, direct assistance and the Tornado Recovery Fund to assist with intermediate and long-term recovery efforts. In 2013, these funds were reactivated hours after another devastating tornado landed in central Oklahoma.

Oklahoma has clearly seen its share of disasters. And the Oklahoma City Community Foundation has become a leader in disaster philanthropy.

"We talk to a lot of organizations, especially other community foundations," says president Nancy Anthony. "Whether it's a shooting in Colorado or a flood in Nebraska, we talk with a lot of people about what we did and our advice about how to react. A community foundation is in a little bit of a different role than a direct relief community organization like the Red Cross or a church group."

Some of the Foundation's actions have been controversial. In 2012, media stories criticized the Disaster Relief Fund's process of providing assistance to survivors of the 1995 bombing, leading the Foundation to hire an independent accounting firm to conduct a forensic review. The results were released in 2013 and support the policies and practices of the Fund.

Emotions run high in the aftermath of a disaster, and the outpouring of generosity, in the form of donations and volunteer support, often attends to the immediate needs of survivors and the emergency relief effort. After the short-term needs have been addressed and disaster relief organizations depart from the scene, it is up to local organizations to take up the longer-term effort of rebuilding. Based on her experience leading Oklahoma City Community Foundation through numerous disasters, Anthony encourages other community foundations to be prepared and positioned for the recovery effort.

In addition, Anthony observes that it is important to be sensitive to the grieving process that takes place both individually and collectively. "The whole response within a community, to some extent, follows the grieving process... There's going to be a time when they're angry. There's going to be a time when they're in denial. There's going to be a time when people move on, at different rates. To understand that is an important part of how you put together any kind of a response."



John Vera, UPS Logistics Emergency Team member, is one of many UPSers ready to deploy with the World Food Programme within 48 hours after a natural disaster. Photo credit: The UPS Foundation.

3 THE UPS FOUNDATION

The big, brown trucks. The shield logo. The symbols of UPS are familiar in neighborhoods around the world. But UPS does more than deliver packages; the company specializes in logistics, and is thus uniquely positioned to help respond to disasters. When disasters strike, the UPS Foundation couples monetary assistance with other in-kind contributions, including its global transportation network, skilled personnel, and expertise in supply chain management.

“Every dollar you spend upfront in some type of resilience initiative can be helpful to prevent the same recurring events that happen if all you do is respond after disasters.”

Joe Ruiz

Director of UPS Humanitarian Relief Program

Within forty-eight hours of the devastating earthquake in Haiti, UPS deployed logistics experts to assist the U.N. World Food Programme’s Logistics Emergency Teams. Even while the airport and ports in Port Au Prince were closed, UPS experts helped oversee warehousing and distribution operations in the Dominican Republic to transport relief supplies into Haiti. In addition to the World Food Programme, the UPS Foundation partners with other major relief organizations, including the American Red Cross, CARE, and UNICEF, to help build their capacity in supply chain management, distribution, and logistics so these organizations can work more effectively in times of crisis.

Take, for example, the UPS Foundation’s work with the largest refugee settlement in the world. At the height of the Horn of Africa drought, Dadaab, located in Northern Kenya, was home to half a million refugees and the recipient of about \$10 million in lifesaving supplies

from CARE. Previously, there was no visibility for what happened to supplies once they arrived to the camps. Were they distributed? To how many people? What happened to supplies past the expiration date?

The UPS Foundation and CARE partnered to create a software tool that automates and tracks distributions flowing to and across the camps. This gave CARE the ability to manage its supply chain more efficiently and to provide greater transparency. The tool has been so successful, it is now a universal platform used by multiple relief organizations.

The Foundation is committed not only to responding in times of crisis but also to preparing communities for disasters. “Corporations have immense pressure from their stakeholders to give money immediately,” states Joe Ruiz, director of the UPS Humanitarian Relief Program. “I think everyone agrees that an ounce of prevention is worth a pound of cure. Every dollar you spend upfront in some type of resilience initiative can be helpful to prevent the same recurring events that happen if all you do is respond after disasters.”

With this philosophy in mind, in 2013 the UPS Foundation provided a \$460,000 grant for a program that helps create disaster-resilient businesses in Turkey, a high-risk location for disasters, particularly earthquakes. Such disasters have cost the country an estimated \$2.9 billion over the past decade. Through the Istanbul Chamber of Commerce, the UPS Foundation created an earthquake awareness and education outreach program and a web-based mitigation toolkit. Available free of charge to all businesses in Istanbul, this pilot program aims to build stronger and safer communities in Turkey, while also informing efforts to enhance preparedness globally.

Developing common systems and enabling efficiencies, the UPS Foundation is an example of how a corporation can capitalize on its strengths and expertise to improve the global response to natural disasters and humanitarian crises.

CHAPTER 3

Changing the Way We Work: The Networked Future of Disaster Philanthropy

As donors strive to maximize their impact, accurate and comprehensive information on disaster-related giving is critical. To this end, many robust data collection efforts in the field exist. At the same time, this information is not aggregated and centralized for easy access. This section lays out the current data landscape, outlines the challenges in making actionable information accessible to all donors, and proposes the creation of a data network to facilitate data sharing.





Explosive Ordnance Disposal 1st Class T.J. Baranek, from Inarajan, Guam, center, and residents of Guiuan, Eastern Samar Province, Republic of the Philippines, pass supply boxes to a staging area for distribution in support of relief efforts on November 21, 2013, in response to the aftermath of Super Typhoon Haiyan/Yolanda. Photo credit: U.S. Navy Mass Communication Specialist 3rd Class Ramon G. Go/Released.

Taking Stock of the Data Landscape

With a growing number of organizations collecting data on disasters and complex humanitarian emergencies, there is no shortage of rich information available to philanthropists to inform their disaster response. Organizations like Foundation Center and the Centre for Research on the Epidemiology of Disasters (CRED) have been collecting data on disaster giving and disaster incidence, respectively, for decades, while start-up efforts like Crisis Mappers are taking advantage of digital platforms and online technology to contribute valuable on-the-ground information to disaster-responding organizations.

Indeed, each data stream represents a different piece of the puzzle. Some data capture funding flows, while other sources document the occurrence of disasters and their impact on communities. Still other data streams focus on mapping the activities of NGOs in disasters so that responses can be coordinated more effectively. Ideally, these data can help donors make critical decisions related to effective disaster philanthropy, such as identifying potential collaborators, pinpointing unmet needs, and minimizing duplication of effort.

Based on in-depth interviews with 30 leaders in the disaster and humanitarian assistance field, we found a range of existing data collection efforts focused on 1) financial tracking, 2) disaster occurrence and impact, and 3) NGO engagement (see p. 44). This effort represents a preliminary scan; there are likely to be many more data collection efforts in the field.

1. FINANCIAL TRACKING DATA

A key source for donations on disasters is UN OCHA's Financial Tracking Service (FTS). The FTS is the most comprehensive global database on

disaster and complex humanitarian funding, integrating government, multilateral, foundation, and some corporate data. For detailed data on foundation giving, Foundation Center has the most comprehensive data available, while the Federal Emergency Relief Fund (FEMA) tracks U.S. government funding to domestic disasters through the Disaster Relief Fund. Regular reports produced by Development Initiatives and the DARA Humanitarian Response Index are also important sources of information.

At the same time, there is no centralized source tracking individual giving to disasters. Universities, such as the Indiana University Lilly Family School of Philanthropy, conduct occasional research studies highlighting individual contributions for certain disasters. Some web-based and mobile giving organizations, such as Ammodo, Network for Good, and mGive, are beginning to share aggregated data, but the public availability of disaggregated data varies.²⁶

Corporate giving data is typically not publicly available, except through press release commitments monitored by the Chamber of Commerce's Disaster Aid Tracker tool. Some corporate networks and foundations also collect private data on their members' financial contributions through their own surveys.

2. DISASTER OCCURRENCE AND IMPACT DATA

In addition to databases on philanthropic giving, there are a number of data sources focusing on disaster occurrence, as well as the

²⁶ MGive, Ammodo, and Network for Good are online plug-ins and text giving tools that foundations, NGOs, or other development agencies can use to raise individual funds after a disaster or emergency.



International Medical Corps working in Haiti after the devastating 2010 earthquake. Photo credit: Conrad N. Hilton Foundation.



A young girl among a group of Pakistani flood victims waiting to pick up relief supplies delivered by Marines of HMM-165 Reinforced, 15th Marine Expeditionary Unit during humanitarian relief efforts in the southern Pakistan region on September 26, 2010. Photo credit: Capt. Paul Duncan.

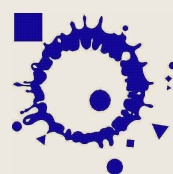
financial and human effects disasters have on communities. This type of information can inform how organizations respond to different disasters.

Well-respected sources of such data include Center for Research on the Epidemiology of Disasters Emergency Events Database for disaster incidence, magnitude, and trends over time, and Swiss RE and Munich RE for damage estimates. Some donors have found it helpful to follow the weekly updates on global disasters and emergencies and community needs issued by such groups as the Assessment Capacities Project (ACAPS) and ReliefWeb.

Lacking easy access to publicly available data, some philanthropists use their connections with first responders, such as the International Federation of Red Cross and Red Crescent Societies, to assess the impact of disasters. Others go directly to key coordinating units on the ground, such as UN OCHA for international disasters and American Red Cross, United Way, or Salvation Army for domestic ones. The philanthropic arms of corporations that have extensive ground presence around the world, such as Coca-Cola Foundation, also rely on staff assessments of impact.

3. NGO ENGAGEMENT DATA

In recent years, a wide variety of technological tools have been developed for NGO networks to coordinate efforts on the ground. The International Federation of Red Cross and Red Crescent Societies, for example, maps its responses in different countries as a way of documenting activities undertaken across various chapters. Similarly, InterAction has mapped various NGO responses to disaster and emergency situations through NGO Aid Map. National Voluntary Organizations Active in Disaster (NVOAD) is developing a tool that tracks how NGOs and partners are responding to disasters and highlighting the value and impact of the NGO response in communities.



Centre for Research on the Epidemiology of Disasters CRED

Since 1988, the Centre for Research on the Epidemiology of Disasters (CRED) has been maintaining an Emergency Events Database, known as EM-DAT. Created with the initial support of the World Health Organization and the Belgian government, the database is designed to inform decision making for disaster preparedness, as well as providing an objective base for vulnerability assessment and priority setting.

EM-DAT contains essential core data on the occurrence and effects of over 18,000 mass disasters in the world from 1900 to present. The database is compiled from various sources, including UN agencies, non-governmental organizations, insurance companies, research institutes, and press agencies. (For more about information, visit emdat.be.)

In 2012, NetHope launched the Open Humanitarian Initiative, an open data information sharing network for coordination and response of humanitarian emergencies bringing together diverse stakeholders, including NGOs, foundations, donors, multilaterals, and academics. KoBo Toolbox has been used to enhance communication and coordination on the ground for humanitarian actors in emergencies and difficult field conditions, while Crisis Cleanup is an open-source mapping platform and task manager to address community needs and coordinate volunteer response. SCM4Good is an integrated supply chain management and logistics software to support NGOs working in disasters.

DISASTER DATA LANDSCAPE: A PRELIMINARY SCAN

A growing number of organizations are collecting data and information on disasters and humanitarian assistance. Existing data collection efforts focus on: 1) financial tracking, 2) disaster occurrence and impact, and 3) NGO engagement.



FINANCIAL TRACKING DATA

United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA)

Most comprehensive dataset on financial flows to humanitarian crises globally

Foundation Center

Most comprehensive dataset of private U.S. foundations' disaster giving

US Chamber of Commerce, Disaster Aid Tracker

Tracks commitments of U.S. corporations

Federal Emergency Management Agency, Disaster Relief Fund

Tracks U.S. government funding for domestic disasters

Other Public Datasets

Development Initiatives
Indiana University–Purdue University
Indianapolis, Lilly School of Philanthropy
OECD DAC
Business in the Community
DARA, Humanitarian Response Index
USAID, DART

Non-Public Datasets

Mgive Foundation
Network for Good
Ammado
Association for Corporate
Contribution Professionals
Conference Board



DISASTER OCCURRENCE AND IMPACT DATA

Centre for Research on the Epidemiology of Disasters EM-DAT

Database on the occurrence and impact of mass disasters

Assessment Capacities Project

Description of weekly global emergencies and needs updates

International Federation of Red Cross and Red Crescent Societies

Description of the disaster situation, impact of disaster, key partners, coordination, and key needs in the community

Crisis Mappers

Real-time mapping and rapid crisis response of disasters

Relief Web

Disaster maps and updates from various sources

Swiss Re and Munich Re

Insurance damages in global disasters



NGO ENGAGEMENT DATA

InterAction NGO Aid Map

Data on NGO projects by country, donors, and sector including disaster management and humanitarian aid

International Committee of the Red Cross

Maps ICRC delegations by country

National Voluntary Organizations Active in Disaster

Map and database with a situational analysis of disasters, NGO response, and impact (in development)

KoBo Toolbox

Open-source tool for mobile data collection to support needs assessments, monitoring, and other data collection activities

Crisis Cleanup

Open-source tool to coordinate community needs and volunteer response

SCM4Good

Integrated supply chain management and logistics software to support disaster relief



Two girls from Tacloban, Philippines stand in front of some of the damage and debris left by Super Typhoon Yolanda/Haiyan. Photo credit: Evan Schneider, United Nations.

Building a Data Network

As the landscape scan shows, there is no shortage of data about disasters, representing a mix of both long-standing and emerging efforts. At the same time, gaps in our knowledge remain and it can be particularly challenging to access relevant data in a timely fashion. Gisli Olafsson, emergency response director of NetHope, observes, “It’s not a question of lack of information; it’s a question of lack of sharing information. What we usually find is that the information exists in one form or another, in one organization or another. The trick to getting that common picture is to bring together information from multiple sources and overlay that into one comprehensive overview of the situation.”

As Olafsson implies in his observation, the challenges of pulling together a comprehensive picture are multifold, and include:

1. **Few streamlined and consistent data-sharing initiatives among organizations** due to lack of existing relationships or a history of collaboration.
2. **Vague or incomplete grant descriptions**, making it difficult to assess how much funding is dedicated to particular stages of the disaster lifecycle or what type of funding is awarded (e.g., restricted versus unrestricted).
3. **Difficulties tracking re-granted dollars and avoiding double counting of those funds.**
4. **Low interoperability** among existing data collection efforts – in other words, different datasets are created without alignment to existing international data sharing standards, such as International Aid Transparency Initiative (IATI) or Humanitarian eXchange Language (HXL).

5. **Transparency concerns:** implementing agencies are sometimes reluctant to report being fully funded, to avoid constraining future fundraising efforts, and some donors are reluctant to report contributions due to potential increases in funding requests.

“The trick to getting that common picture is to bring together information from multiple sources and overlay that into one comprehensive overview of the situation.”

Gisli Olafsson

Emergency Response Director of NetHope

To address these challenges and to aggregate and synthesize existing data streams for greater collaboration and coordination in the field, the Center for Disaster Philanthropy is partnering with Foundation Center and an expert team of leaders in the field to create a data network that allows funders, NGOs, and other key stakeholders to access data on disaster-related giving as efficiently as possible.

In the coming year, these data challenges will be addressed by building a data network and laying the groundwork for data sharing. Among other things, the success of this process will ideally lead to less duplication of effort and greater effectiveness.

TRANSFORMING DISASTER PHILANTHROPY: USING DATA TO DRIVE DECISIONS



THE CHALLENGE

Multiple data collection efforts, but few existing mechanisms to share data

Data streams cannot be aggregated due to different coding systems

Incomplete information about the purpose and strategy of funding efforts; lack of real-time data; limited information from smaller foundations, corporate donors, and mobile giving

No common platform for data streams to be easily aggregated and analyzed



THE SOLUTION

Create a data-sharing network with leading data organizations

Create a common language based on existing standards in the field

Develop data collection protocols that make it easy for all donors and/or data organizations to share detailed information

Build an online platform that makes it simple for donors to submit data, and visualize & interact with those data



THE IMPACT



IMPROVED ABILITY TO ALLOCATE RESOURCES FOR ALL PHASES OF DISASTER



IMPROVED ABILITY TO IDENTIFY AND ADDRESS "UNDERFUNDED" DISASTERS



LESS DUPLICATION OF EFFORT



IMPROVED COORDINATION AMONG DONORS AND IMPLEMENTERS



INCREASED COLLABORATION



For the past two years, UPS and UNICEF employees have given up their weekends to sort and pack winter clothing kits to ensure that children fleeing the unrest in Syria have warm clothing to survive the winter in their refugee camps. Photo credit: The UPS Foundation.

WHY DOES IT MATTER?

With more easily accessible data, funders can minimize duplication of effort and programmatic inefficiencies that might otherwise compromise sustainable long-term outcomes for communities. Research has found that two-thirds of all private giving occurs within two months of a disaster.²⁷ Afterwards, donors tend to revert to more typical giving patterns. This tendency to concentrate giving during the immediate aftermath often results in a significant influx of contributions to a small set of high-profile implementation partners over a short period of time. This can create challenges if organizations do not have the capacity to absorb funds, or can lead to inefficient spending choices. As Heather Grady, senior advisor at Rockefeller Philanthropy Advisors, observes, foundations contribute most effectively when “they are not ignoring what others do or duplicating what others do. They are thinking – ‘what can be our role?’”

With more real-time data on disasters, funders can be better positioned to collaborate with one another and improve coordination. Disasters inherently create complicated scenarios for effective giving, and it can be hard to know who’s doing what when a crisis occurs. Nancy Anthony, president of the Oklahoma City Community Foundation, points out, “The chaos I think is what creates the challenge. It’s so different than the normal kind of philanthropy and money just starts coming in from unknown sources for things and then people start wanting to do very particular things... So the normal kind of calls [for proposals] that occur with grantmakers and nonprofit organizations just don’t exist.” By developing a platform for real-time data collection, grantmakers and other stakeholders can access information quickly and see how they might collaborate with key partners to maximize their impact.

With better data on the full lifecycle of disasters, funders can think more strategically about how to invest in resilience, preparedness, and recovery efforts. More detailed data can help illuminate funding flows

and make the case for investments that either help prevent disasters or allow communities to be better equipped when disasters do occur. One expert on bilateral giving noted, “If you look how much goes into prevention, you will be shocked that it’s not even a fraction of a fraction [of donor giving]. Donors find \$100 million after a disaster to immediately relieve a country, but it’s the same donor who will not find the political will to give \$5 million for prevention of the disaster, which would negate the need for the \$100 million.”

More comprehensive data can help bring attention to underfunded disasters. Disasters that are not as telegenic, located in a remote part of the world, and/or are slow-onset are more likely to be underfunded, along with complex humanitarian emergencies caused by political conflict (e.g., ongoing civil conflict in Syria). Joe Ruiz of the UPS Foundation has observed this firsthand: “One of the things we often hear from our humanitarian relief program partners is [that] they can raise money for global appeals for disasters that are on the evening news, but raising funds to help Syrian refugees survive the winter or for events like the Sahel drought can prove more difficult. That’s a big challenge... You have a generation of children who will not be educated; they’re living in refugee camps, not going to school, they’ve been displaced. What’s that generation of people going to become when they grow up? That’s a challenge. How do you meet the most basic needs for these complex situations?” By bringing together data sources on giving, as well as disaster impact and occurrence, funders can better assess community needs in the context of actual giving patterns.

In short, better data has the potential to move the field towards more effective and strategic grantmaking. The need has never been greater. Scientists suggest that natural disasters such as storms and tsunamis will become even more severe in the years to come. Terrorism and slow-moving humanitarian crises persist in numerous places around the world. By working together in common cause, organizations that are already leading important data collection and data-sharing efforts can create a more networked future that will improve disaster philanthropy, mitigate the devastating impact of disasters, and save lives.

²⁷ Research by Indiana University–Purdue University Indianapolis, Lilly Family School of Philanthropy, as cited in *Philanthropic Grantmaking for Disasters: Lessons Learned at the Conrad N. Hilton Foundation*.



CONCLUSION

What Does Success Look Like?

In most of the areas in which philanthropy works, such as education, health, and the environment, foundations have learned that their effectiveness is increased when it is guided by strategy. Disaster philanthropy is no different.



Children smile as they carry a bottle of detergent supplied by UKaid from the British government, as part of the UK's response to the floods in Pakistan on December 7, 2010. Photo credit: Vicki Francis, Department for International Development.

The challenge, however, is that very few foundations think of themselves as disaster philanthropists. So, it is unlikely that they will have invested the kind of time and resources needed to develop a strategic approach to disaster-related giving. While they tend to be strategic about the rest of their work, they are caught flatfooted, as are most of us, when called upon to respond to a disaster in a meaningful way and therefore react rather than take a more thoughtful, intentional response based on research and a needs assessment.

The images conveyed by the media in the immediate aftermath of a disaster act as triggers to spur both individual and institutional philanthropists to action. And all too often, this results in an uncoordinated deluge of giving that not only supports the emergency relief but creates additional logistical problems for already highly stressed organizations and actors engaged in direct relief efforts.

This is not meant as a criticism of philanthropy. The impulse to give during times of disaster is inspiring and generous; real need exists and donors are in a position to respond. Rather, it is a call to action to build systems and adopt practices that allow philanthropy to invest more strategically and intentionally with respect to disaster.

The field of philanthropy is only now in a position to accomplish this. While individual foundations do not necessarily think of themselves as disaster philanthropists, the field now has a support organization in place – the Center for Disaster Philanthropy – whose mission is to improve the effectiveness of philanthropic response to disasters. In addition, there are a growing number of organizations engaged in sophisticated efforts to collect data on different aspects of disaster-related giving. And we now have the information technology to build user-friendly online

platforms to aggregate and share these data in meaningful ways, and to facilitate real-time exchanges of information among funders.

As a result, the vision for success is becoming increasingly clear:

1. All donors will understand the full arc of the disaster lifecycle and the roles they are best suited to play across the lifecycle.
2. All donors will understand the role of media during times of disaster and how to keep media coverage in perspective when formulating giving strategies.
3. Foundations and other philanthropic entities will share timely, accurate data on their disaster-related giving to maximize their collective impact.
4. Foundations and other philanthropic entities will have centralized access to relevant data from multiple sources that are engaged in data collection on disaster-related funding.

All donors will understand the disaster lifecycle and the roles they are best suited to play across the lifecycle. While our attention naturally turns to disaster relief in the immediate aftermath of a calamity, what happens both before and in the years after a disaster occurs is equally critical. Because foundations tend not to think of themselves as “disaster philanthropists,” they rarely think of disaster-related giving in terms of preparedness and planning or rebuilding and recovery. The bulk of giving, as documented in this report, tends to focus on providing immediate relief.

What foundations should keep in mind, however, is that in the grand scheme, relief-related giving by individuals and corporations tends to dwarf relief-related giving by foundations during the immediate aftermath of a disaster. This doesn’t mean that foundations have no role to play during the immediate aftermath – the role of community foundations, for example, can be pivotal as an on-the-ground coordinating entity. But



A girl receives a relief kit distributed by the International Organization for Migration to typhoon victims in Brgy Banica, Roxas City in the Philippines on January 27, 2014. Photo credit: Alan Motus, IOM.



UPS and UNICEF employees work side by side sorting and packing 20,000 winter clothing kits for children who are living as refugees in Syria's surrounding countries. Each kit contains a hat, scarf, mittens, coat, outerwear, thermal underwear, socks, and shoes. UPS moved the supplies into needed areas for distribution before the harsh winter began. Photo credit: The UPS Foundation.

their limited funds, compared to government, corporate, and individual giving, may be more effectively used to assist in the development of preparedness or recovery strategies that mitigate the impact of future disasters and improve the coordination of response during disasters.

All donors will understand the role of media during times of disaster and how to keep media coverage in perspective when formulating giving strategies. The news media play a vital role in describing the scope and intensity of disasters as they occur, but their focus tends to be on what's current and telegenic. As media analyst Andrew Tyndall notes, "Chronic suffering and gradually deteriorating conditions make for poor headlines and worse visuals."

On the plus side, the more extensive the media coverage, the more funds can be raised for immediate relief. But real human need is not always correlated with media coverage. The cameras are not always present during slow-onset disasters such as humanitarian emergencies and famines. And cameras have a way of packing up and going home once the initial devastation of a disaster has been documented and broadcast. By maintaining their focus on human needs that persist whether the media are present or not, donors can follow a more strategic course of action that can lead to sustainable outcomes.

Foundations and other philanthropic entities will share timely, accurate data on their disaster-related giving to maximize their collective impact. In the wake of disaster, donors must make unusually rapid decisions about whether and how they should respond. Lacking real-time information about how their peers are responding, decisions often amount to best guesses about where funds should be directed.

The technology required to share funding data with peers efficiently and easily already exists. Funders working in areas such as access to

clean water, human rights, and Black male achievement have already taken advantage of such technology to collectively share information with each other.²⁸ In the next phase of this project, donors engaged in disaster-related philanthropy will be able to do the same.

Foundations and other philanthropic entities will have centralized access to relevant data from multiple sources that are engaged in data collection on disaster-related funding. One of the preconditions for operating effectively as a grantmaker is knowing how your work fits into the larger funding context. This is especially true regarding disaster philanthropy, given the major roles that government and multilateral organizations play in these situations.

But this opens up an opportunity for foundations to intervene in creative ways to fill gaps not being addressed by other funders. Working with data partners, such as UN-OCHA, the Centre for Research on the Epidemiology of Disasters, and National Voluntary Organizations Active in Disasters, it is possible to build an online platform that will allow foundations and other donors to access multiple sources of data on disaster-related funding in a centralized place.

By bringing the same type of strategic mindset to disaster philanthropy that they bring to the rest of their work, foundations can dramatically increase both the long-term impact of their disaster-related giving and the overall effectiveness of disaster relief in general. Investing in all aspects of the disaster lifecycle, remembering that media coverage is not always the best guide to understanding unfolding disasters around the world, sharing knowledge with peers, and understanding the big picture of disaster-related funding are the building blocks for success.

²⁸ See WASHfund.org, humanrights.foundationcenter.org, and BMAfund.org.



ABOUT FOUNDATION CENTER

Established in 1956, Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit Foundation Center’s website each day and are served in its five library/learning centers and at more than 470 Funding Information Network locations nationwide and around the world.



ABOUT THE IRENE W. & C.B. PENNINGTON FOUNDATION

The Irene W. and C.B. Pennington Foundation is a private family foundation striving to enhance communities across Louisiana, focused in the Greater Baton Rouge area and surrounding parishes. The Foundation’s focus is in the areas of human services, health and chronic diseases, the arts, public safety/ community development, disasters/community resilience, and the environment. The Foundation funds organizations at all stages of maturity and values projects that are innovative and leverage resources in new ways.



ABOUT THE CENTER FOR DISASTER PHILANTHROPY

CDP’s mission is to transform disaster giving by providing timely and thoughtful strategies to increase donors’ impact during domestic and international disasters. With an emphasis on recovery and disaster risk reduction, CDP aims to: increase the effectiveness of contributions given to disasters; bring greater attention to the life cycle of disasters, from preparedness and planning, to relief, to rebuilding and recovery efforts; provide timely and relevant advice from experts with deep knowledge of disaster philanthropy; conduct due diligence so donors can give with confidence; and create plans for informed giving for individuals, corporations and foundations.